DOCUMENT RESUME

ED 445 765 JC 000 715

AUTHOR	Piotrowski, Craig
TITLE	Financial Activity & Condition Taxpayer Summary, 1999.
INSTITUTION	Waukesha County Technical Coll., Pewaukee, WI.
PUB DATE	1999-06-00
NOTE	29p.; "For the fiscal year ended June 30, 1999."
PUB TYPE	Numerical/Quantitative Data (110) -- Reports - Descriptive (141)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	Community Colleges; *Educational Finance; Resource Allocation; *School District Spending; Technical Institutes
IDENTIFIERS	*Waukesha County Technical College WI

ABSTRACT

Provides a concise report on the financial position and operations of Waukesha County Technical College (WCTC) in Wisconsin for the fiscal year ended June 30, 1999. Contains the following items: the 1999 Financial Activity and Condition Taxpayer Summary report; a message from WCTC Board Members; a list of the WCTC Board Members; the President's outlook message, a summary of service efforts and accomplishments; a brief history, profile and map of WCTC's District; the college's operational and financial reviews; a brief report on the college's financial condition, including a condensed balance sheet as of June 30; a brief description of WCTC's financial activity, including a condensed statement of resources received and utilized for the years ended June 30; a look at primary college operations; a look at economic and per capita statistics; an examination of property values and taxes; a summary of student information, which includes cost per student contact hour; a graduate follow-up summary, which includes percent of graduates employed in related occupations, percent of graduates in taxing district, and average monthly salary for program graduates; WCTC's planning process; a description of the popular reporting award; and a summary of WCTC's mission, vision, values, and target. (VWC)

Reproductions supplied by EDRS are the best that can be made
from the original document.

ED 445 765

Waukesha County Technical College

Pewaukee, Wisconsin

1 9 9 9 Financial Activity & Condition Taxpayer Summary

TM000715

Craig L. Pittkowski

1

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

X This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

BEST COPY AVAILABLE

For The Fiscal Year Ended June 30, 1999

Student-Learning Centered

Pictured on the cover and throughout this report are a few Waukesha County Technical College (WCTC) students. We continue to focus our vision and direct our efforts on our students in ways that we choose to refer to as Student-Learning Centered.

"If we all did the things we are capable of doing, we would literally astound ourselves."

— Thomas Edison

"Do you feel like an important person here?" We want every one of our students to answer "Yes" to this question. Everything we do at WCTC is done for our students. They come here (or to our Internet site) to learn. Everything we do should be done in order to strengthen student learning. When we serve students in activities, student government, clubs, financial aid, registration, the library, etc., we strive to understand their needs and meet or exceed them. The focus of every classroom, lab and shop is to help students know and be able to do what is needed for them to improve their work performance and their lives. It is clear to us that without learning there is no teaching. Therefore, we continue to challenge ourselves as we work together by asking, "how does this affect student-learning?" Everyone at WCTC has a stake in our students' success.

We are reminded that WCTC does not exist for itself or for the people who work here. It exists for the students who choose to learn and grow in the challenging, caring environment of an outstanding vocational-technical college in Waukesha County. If we are successful in helping them to meet their learning goals, they will come back to WCTC frequently throughout their lives. We hope they do.

In our work to make student-learning more visible since 1996, we have been lead by a growing team of people, representing all workgroups at WCTC, who dedicate themselves to help to actualize the student-learning concept in the daily life of our College. The Student-Learning Centered Team attends conferences and reads articles, benchmarks with other colleges, sponsors projects on campus, listens and talks to people, and leads specific strategies to bring about a more student-learning centered environment. Team efforts help WCTC employees see how their work impacts student-learning. Further, the team has contributed to revising our mission/values/vision statements so that they speak more clearly to our Student-Learning Centered focus.

There is a quiet transformation going on. Although WCTC has never consciously ignored student-learning, we believe through continuous improvement efforts and intentional focus that we can do a much better job of holding up the real business that we are in–providing learning. We have experienced the power and synergy of a common goal. Teachers appreciate our refocus on teaching/learning and assessing that learning. Support staff members are empowered as they better understand how their work directly or indirectly impacts learning. Staff members see themselves as both teachers and learners. Administrators are encouraged as they see more clearly the evidence that the system is making a noticeable difference in the lives of people. Our Board welcomes conversation about student-learning growth. Everyone at WCTC works together to place the learner at the center of all that we do.

Feedback Requested

WCTC values reader/customer feedback. Please forward your questions, comments or other input to Craig Piotrowski:

Telephone number: 262-691-5281
FAX number: 262-691-5593
Internet address: cpiotrowski@waukesha.tec.wi.us

"... when the organization is willing to give public voice to information–to listen to different interpretations and to process them together–the information becomes amplified ... creative responses emerge and significant change becomes possible."

— Margaret J. Wheatley

Acknowledgments

Acknowledgments
This FACTS report was created and written by Craig Piotrowski (CPA) with design and layout by Lauretta Wenger of WCTC.

Special thanks to Dr. Richard Anderson and the WCTC Board for their vision, encouragement, input and support.

WCTC also thanks the following individuals for their contributions to this report: Cary Tessmann (CPA & CMA), James Rehagen, Anne Moore, Karen Aamot, Ellen Mei, Alexandra Sielaff, Dawn Voigt, Simon Tai, Kathleen Yindra, Mary Gonzales, John Cooney, Dr. R. Laurence Schoenberger, Vicki Chappell (CPA), Liane Dolezar, Julie McIntosh-Mrosz, and Jill Metzger of WCTC; Steven Pawlow and Laurie DeCleene (CPAs) of KPMG LLP (public accountants–WCTC's external auditor); Ed Virnig (CPA) of Virnig SC (public accountant–WCTC's internal auditor); Bert Edwards (CPA); and Keith Kolb and Michele Wiberg of Robert W. Baird & Co. (investment banking).

This report was printed by TJ Printing Inc., of New Berlin, Wisconsin, on Shasta EverGreen Gloss (10% post consumer waste).

BEST COPY AVAILABLE

Table of Contents

1999 FACTS Report 1
Message from WCTC Board Members 2
WCTC Board Members 4
The President's Outlook 6
Service Efforts & Accomplishments 8
Brief History, Profile & Map 10
Operational & Financial Reviews 11
Financial Condition 12
Financial Activity 14
Primary College Operations 16
Economic & Per Capita Statistics 17
Property Values & Taxes 18
Student Information 20
Graduate Follow-Up 21
Planning Process 22
Popular Reporting Award 23

"WCTC gave me a jump start on my career and in life. Because it was close to home and very affordable, I was able to work while I went to school. WCTC keeps you on the cutting edge because they're always updating their facilities and curriculum. Their knowledgeable staff with experience in the hospitality industry made it exciting for me to come to class."

Jonathan Klug
Owner/Chef,
Crawdaddy's Restaurant
Hospitality Management
graduate 1994

Report Purpose and Distribution Information

The purpose of this report is to provide information in a clear and concise manner. Press releases and a public notice regarding this report's availability have been sent to and published in area newspapers. Copies have been sent to libraries, legislators, municipalities, taxpayer groups, area businesses, and individuals.

Recipients of this report are encouraged to display it in public areas and freely share its content with others to help minimize distribution costs. WCTC employees received this report for their information and to share with our advisory committees and other interested parties.

This report is not copyrighted so it may be duplicated.

BEST COPY AVAILABLE

The 1999 FACTS Report

October 26, 1999

The Financial Activity & Condition Taxpayer Summary (FACTS) provides a concise report on the financial position and operations of Waukesha County Technical College (WCTC) for the fiscal year ended June 30, 1999. This Summary is prepared for local business and community taxpayers who provide property tax and other support to WCTC.

Because this Summary simplifies and condenses our 1999 Comprehensive Annual Financial Report (which is over 100 pages long) for all WCTC funds and account groups, it does not conform to established generally accepted governmental accounting principles and related reporting standards.

WCTC's 1999 Comprehensive Annual Financial Report has been audited by the public accounting firm of KPMG LLP and conforms to generally accepted accounting principles.

For more than fifteen years, our comprehensive annual financial reports have received financial reporting awards from the Government Finance Officers Association (GFOA), the Association of School Business Officers International, and the Wisconsin Government Reporting Awards Through Evaluation Program. WCTC's 1998 FACTS report received the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting. These reports, with the help of input received from reporting award programs and research of the Governmental Accounting Standards Board, are the foundation for this Summary and help us to meet our public accountability obligation.

As you review this Summary, please share any questions, concerns or suggestions you may have about WCTC to help us meet our stewardship responsibility. Please call Craig Piotrowski at 262-691-5281 to request our budget document, our comprehensive annual financial report, or other information.

Sincerely,

Richard T. Anderson
President

Craig L. Piotrowski, CPA
Vice President of Financial & Administrative Services

Ronald L. Bertieri
WCTC Board Chair

Thomas E. Neill
WCTC Board
Secretary/Treasurer

"Now, what I want is FACTS . . .

FACTS alone are wanted in life.

Plant nothing else, and root out everything else."

—Charles Dickens

"There are so many reasons why I chose WCTC, the qualified instructors, the cost, the practical experience, free parking, and most of all the ability to transfer into Marquette's dental hygiene program at jr. standing."

Amaris Cervantes
Current Dental Hygienist student.

Message from WCTC Board Members

WCTC is a "Learning Organization" deeply concerned about the learning needs of its stakeholders (students, taxpayers, employees and other customers). Our ongoing goals are designed to provide valuable educational services to our students, employers, and community in a manner that is also sensitive to our taxpayers.

"If there is no accountability people gradually lose their sense of responsibility."

– Stephen R. Covey

Our customers and peers have told us that WCTC is an educational leader in Wisconsin and in the nation. To maintain this leadership, we regularly evaluate our educational programs and services with groups of independent reviewers. Also, we have hundreds of area employers, employees and students who serve on many College advisory committees that meet regularly to review our programs and give feedback to our faculty and staff.

We are proud of our employees who create and maintain outstanding educational services. We employ highly-qualified, motivated personnel in all facets of our operations. We have committed significant resources to helping employees develop skills and attain balance in interpersonal relationships to ensure a highly-effective workforce.

We further acknowledge our responsibility to our taxpayers. We demonstrate accountability for our resources through productive management practices, accounting systems, and operating processes. These processes contribute to WCTC's ability to provide quality services to our community. Also, independent public accountants review our operations, accounting records and financial reports annually to help verify that WCTC meets its stewardship responsibility. Board members meet annually with independent auditors and management to share necessary information and to help plan, lead and review WCTC operations.

This Financial Activity and Condition Taxpayer Summary report shows that WCTC's financial condition is excellent, which is confirmed by our Aaa bond rating.

Positive Factors

On April 6, 1999, our voters approved a $26.3 million referendum to expand an existing building and to build new technology, health, and printing/graphic arts buildings based on plans and needs we have shared with our taxpayers. WCTC's Board and employees are thankful that district taxpayers gave this vote of confidence in our College's need for additional facilities and equipment to fulfill its mission in our community.

We formally adopted Dr. W. Edwards Deming's quality management philosophy in 1988. Today, WCTC's ongoing quality practices can be observed and experienced. We strive to promote customer focus, continuous improvement, personal empowerment and organizational alignment. Following are examples of our continuous improvement efforts and employees' dedication to our quality movement: more than 350 employees and Board members have been trained in quality principles; more than 50 employees have been trained to facilitate quality training or teams; and hundreds of employees, students and Board members have been trained in Dr. Stephen R. Covey's *Seven Habits of Highly Effective People* and related *Principle-Centered Leadership* programs with collaborative participation of other Wisconsin technical colleges, school districts and governmental entities.

The Wisconsin Technical College System is practicing more collaboration in planning and sharing efforts. WCTC is active in sharing course curriculum and library and instructional delivery systems with other colleges. Similarly, we are pleased with our continued progress in securing articulation with area school districts and four-year colleges. Collaborative teamwork in student and administrative systems is preparing us to better utilize technology in support of student and other stakeholder needs. Also, WCTC's

BEST COPY AVAILABLE

Workforce Development Center of Waukesha County and our Community Nursing Clinic have become award winning, collaborative-partnership models for other public and private entities. The WCTC Employment Opportunity Center installed the newly created TechConnect Student Employment System that matches graduates with employers' jobs via the Internet in conjunction with a Wisconsin Technical College System consortium agreement.

Our Student-Learning Centered efforts, our Teaching Innovation Center (where instructors can go to learn how to improve their teaching and to better utilize technologies in their work), our Teacher Improvement System (where each instructor pursues continuous improvement based on feedback from students, employers, peers and self-evaluation), and our new Support Staff Process for Development & Improvement continue to have extremely favorable impacts on professional development and Student-Learning Centered outcomes at WCTC.

This year WCTC implemented a new student accounting system which was the last phase of a five-year project to replace all legacy administrative systems primarily with integrated computer software purchased from the Systems & Computer Technologies Corporation. This major accomplishment, along with testing of other systems and equipment, is key to WCTC's belief that now all of its significant systems and equipment are year 2000 compliant.

Critical Concerns

Although WCTC is committed to minimizing our property tax burden, our property tax levy will be increasing by 15.8% and our tax rate will be increasing by 10.3% next fiscal year due primarily to the passage of our $26.3 million referendum for construction of facilities. This will be our first tax rate increase in four years. Our labor market needs require continuous improvement of existing programs and development of new programs for emerging occupations. Rapid changes in technology challenge the knowledge and skill levels of our faculty and staff to provide state-of-the-art, Student-Learning Centered support systems. Likewise, increased use of distance learning delivery systems and technology as a classroom learning tool continue to contribute to the need for significant new investments in our operational costs and capital assets.

Our workforce is aging and we face significant retirements of highly valued employees in the next five years. A team of employees is currently analyzing and developing plans to address our aging workforce issues.

We continue to recognize the need for improvement in our labor relations and negotiation process. We have engaged in dialogue with our unions' leaders to focus on how we can improve our labor relationships; and we have become more involved in the negotiation process. We are committed to improving our labor relations.

When students come to WCTC, many of them lack the skills to be successful in an educational process. Therefore, it is necessary–but extremely costly–to provide our students with needed basic and critical life skills along with supporting student assessment and advising services that enable them to be successful in our programs. These services are essential components of a Student-Learning Centered organization.

Although we are pleased with WCTC's effectiveness, several key measures of our efficiency (cost per student contact hour, class size, etc.) continue to need improvement. Our labor costs are increasing at a faster pace than most of our revenue sources, while enrollments are not increasing due in part to high employment levels in our taxing district. Our costly post-employment healthcare benefits exceed most similar benefits for other public and private sector entities.

Finally, we are concerned about ongoing trends in our revenue and cost relationships. Changing state and federal funding levels, distribution methods and unfunded initiatives are adding to the burden on our property taxpayers.

Stakeholder Support & Stewardship

We thank our stakeholders for their financial and other support that makes WCTC an asset to our community and one of the leading two-year colleges in our country.

We continue to improve our planning and Board governance processes. Our efforts are focused to give us meaningful ways to provide Board direction to WCTC's key outcomes.

As Board members, we are responsible for all facets of WCTC, and we are deeply committed to being accountable to taxpayers and other stakeholders. Our College has defined accountability as the stewardship responsibility WCTC has to its stakeholders to explain and clearly report its use of resources and the results of its efforts to achieve organizational objectives. This FACTS report is one way we communicate with our stakeholders to demonstrate our stewardship responsibility.

WCTC Board Members

Board members are qualified to serve and provide a critical balancing perspective on WCTC's vision and direction. In addition to nine appointed members, we have invited three non-voting representatives to join our membership: a WCTC student representative -- Bruce Willingham; a WCTC faculty representative - Ellen Mei; and a WCTC support staff representative - Anthony Drehfal. Our members live, work, and pay taxes in our district and include: professional educators, an elected official, current and former students, and organized labor, business and industry leaders. The WCTC Board is a cohesive, interdependent team that works and serves well together.

Ronald Bertieri,
Chair, is the owner/CEO of Ro-An Corporation, lives in the Village of Menomonee Falls, and has been a Board member since 1995.

Judith Finkler,
Vice Chair, is Cancer Coordinator at Memorial Hospital Oconomowoc Regional Cancer Center, lives in the Village of Wales, and became a Board member in 1996.

Thomas Neill,
Secretary/Treasurer, is the clerk-treasurer of the City of Waukesha where he lives, and has been a Board member since 1990.

Susan Bischmann
is the executive director of Cooperating Congregations of Greater Waukesha, Inc., lives in the Town of Waukesha, and has been a Board member since 1992.

"The learning organization must be a teaching organization."
—Nyaya Nanaka

BEST COPY AVAILABLE

"What an organization needs is not just good people; it needs people that are improving with education."

—W. Edwards Deming

Dr. Kathleen Cooke
is the superintendent of Hamilton School District, lives in the Village of Menomonee Falls, and has been a Board member since 1994.

David Bahl
is owner/president of Weldall Manufacturing, lives in the Town of Waukesha, and has been a Board member since 1990.

Gary Hamilton
is the special representative for the United Association of Plumbers and Pipefitters, lives in the Town of Delafield, and has been a Board member since 1986.

Joan Jenstead
is the Midwest division manager for National Realty Management, Inc., lives in the City of Brookfield, and has been a Board member since 1984.

Anita Rodriguez
is the director for Research and Innovation for the Girl Scouts of Milwaukee Area, lives in the Town of Delafield, and has been a Board member since 1995.

The President's Outlook

In a world economy, WCTC will continuously improve its services to meet the technical and vocational training needs of our students, employers and community.

For more than four years, Waukesha County Technical College has been deliberately moving from being a teaching-centered organization to becoming a learning-centered organization that centers our total college community around the student as learner and the learning process. It moves, by means of technology and other innovations, away from the limitations of space and time into the Age of Information where teachers can assist students in pursuing personalized learning experiences and methodologies. This model calls for our College to use systems thinking, shared visions and team processes to review and evaluate its mission, goals, policies and procedures. In this model, the most important question is, "How does this decision or action affect student learning?" We believe that putting learning first empowers our students to strengthen their learning skills and gain occupational competence necessary for productive employment and personal development while preparing them to take ownership in the pursuit of life-long learning avenues.

WCTC continues to place a strong emphasis on its involvement in the:

- Waukesha County School-to-Work Consortium,
- 2+2+2 Seamless Approach to Career Success, and
- Global Marketplace and International Trade Continuing Education.

These are examples of how we are accomplishing our Board's ENDs (goals) in the areas of Occupational Competency and Educational Leadership.

Waukesha County School-to-Work Consortium

As a partner with the 12 Waukesha County area public school districts in offering valuable School-to-Work activities, such as those listed below, significant progress and success is being realized by our 16-20 year old population as they prepare for their post high school occupation and educational goals:

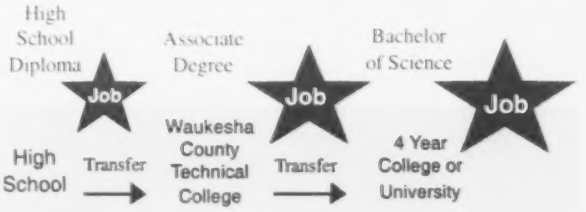
- School-based learning which addresses career education, program delivery and student transition.
- Work-based learning which includes work experience, youth apprenticeships and cooperative education.
- Connecting activities which encompass mentor training and high school counselors helping to expand student/parent awareness of career and educational choices.

2+2+2 Seamless Approach to Occupational Success

This concept expands our collaborative efforts with Waukesha County School Districts and four-year colleges and universities. It is an effective and efficient method to transform occupational education into a college degree. High school students are provided options to take classes in their last two years of high school, transfer them into a two-year associate degree program at WCTC and go on to a participating college or university to finish a baccalaureate degree in two more years while obtaining workplace experiences.

The past few years have shown significant progress in establishing additional articulation agreements with universities in the following areas:

- WCTC and Waukesha North, South and West, New Berlin West and Eisenhower, Hamilton/Sussex and Kettle Moraine High Schools currently have 2+2+2 agreements with the University of Wisconsin-Stout in Printing & Publishing.
- WCTC and Arrowhead North and South, Brookfield Central and East, Catholic Memorial, Mukwonago, New Berlin West, Oconomowoc, Palmyra-Eagle, Pius XI, Waukesha North, South and West, and Wisconsin Lutheran High Schools currently have 2+2+2 agreements with Marquette University in Mechanical Design.
- WCTC and Oconomowoc and Mukwonago High Schools currently have 2+2+2 agreements with Marquette University in Electronics Technology.
- WCTC currently has 2+2 agreements for its students electing various career options with: Carroll



BEST COPY AVAILABLE

College in Programmer/ Analyst, Microcomputer Specialist, and Accounting; Marquette University in Electronics, Mechanical Design Technician, Police Science and Dental Hygiene; University of Wisconsin-Stout in Hospitality & Tourism Management and Printing & Publishing; and Mount Mary College in Fashion Marketing and Retail Management.

Global Marketplace and International Trade Continuing Education

In a world economy, WCTC continuously works to improve its services to meet the occupational education and technical assistance needs of our students, employers and expanded community. To respond to the global marketplace, WCTC maintains:

- a comprehensive International Trade associate degree curriculum;
- an international trade resource library;
- partnerships with the Wisconsin Departments of Commerce and Agriculture, the Japan External Trade Organization, and the Institute of World Affairs;
- a wide variety of continuing education courses and seminars; and
- international trade research and technical assistance services.

In concert with our educational course offerings, WCTC facilitates foreign exchange experiences for students and staff. WCTC is currently hosting one student participating in the Congress-Bundestag Youth exchange from Pritzwalk, Germany, for the academic school year. A group of eighteen WCTC Hospitality Management and Culinary Arts students and two instructors experienced England and France (and lessons at the Cordon Bleu) as a result of articulated agreements with Plymouth College of Further Education and Plymouth University in England. In turn, WCTC hosted a group of eight Tourism and Hospitality Management students and two faculty from the Plymouth College of Further Education in October.

Two WCTC educators visited our German sister state of Hessen in September along with other college presidents from the Wisconsin Technical College System (WTCS). This furthered the agreement that was signed by the Governor of Wisconsin and the Minister President of Hessen and has lead to additional exchanges with the entire WTCS. WCTC hosted two banking and six accounting students from Hessen, Germany, in October at WCTC, two business students in July and seven paralegal and accounting students in April.

Three WCTC educators and WCTC's Board Chair formalized articulation agreements with the Royal Melbourne Institute of Technology in Australia, and the Auckland Institute of Technology in New Zealand, in early November. Student exchanges are scheduled to begin in 2000.

WCTC is very actively seeking educational opportunities for our students and staff to provide them with a more international perspective and prepare them for the challenges presented in the workforce of a global economy.

"Leaders of learning organizations must be able to help people understand the systemic forces that shape change. Leaders in learning organizations have the ability to conceptualize their strategic insights so that they become public knowledge, open to challenge and further improvement."

— Peter M. Senge

"My experience at WCTC was second to none. It also offers a clean, safe, quiet campus, and the instructors are great. I felt very well prepared when I began my job. I intend to finish off a bachelor's degree in engineering in the future. WCTC gave me a good starting point and base for further education."

Steven Dankmeyer
Mechanical Designer, Mixer Systems
1998 Mechanical Design graduate

BEST COPY AVAILABLE

Service Efforts & Accomplishments

WCTC is an organization where service efforts and accomplishments flow from its vision and outcome-driven planning process. This year a few of WCTC's service efforts and accomplishments that occurred this year include the following:

- The 1998 survey of our graduates indicated that nearly 97% of WCTC graduates were satisfied with the educational training they received. Similarly, our most recent survey of employers indicated 95% were satisfied or very satisfied with our graduates' technical education and 94% would hire another graduate. Over 90% of these employers said they would recommend our graduates to another employer.

- On-site program evaluations were conducted for the General Education, Child Care, Marketing, Mechanical Design, Medical Transcription, and Mortgage Lending programs by teams of educators and business and industry representatives.

- Labor market studies assessed the need for new programs in Metal Fabrication and Laser Cutting, Civil Engineering Technician, Speech and Language Pathology Assistant, Facility Maintenance Technician, Language Interpreter, and Phlebotomy Technician.

- New programs are being developed in Facilities Service Maintenance, Metal Fabrication, Speech Language Pathologist Assistant, and Masonry; and a shared program in Renal Dialysis is being developed with Milwaukee Area Technical College and Gateway Technical College.

- New Advanced Technical Certificates were developed in Mold Design, Network Management, Die Design, and Laser Operator. Also, an Introduction to Building Trades - Carpentry program was implemented; a Fitness Specialist certificate is now offered; and CISCO training is now being provided.

- Major program modifications were made in: Industrial Technologies, Networking/Telecommunications, Electronics Technology, and Administrative Assistant.

- Internet course enrollment increased by 134% in 55 courses.

- WCTC's Allied Health department received a state General Purpose Revenue grant for over $50,000 to develop and implement a Speech Language Pathologist Assistant program, and WCTC's Tiny Tech Child Care Center received a two-year, $10,000 grant from the Wisconsin Workforce Development Department to aid in staff retention efforts.

- WCTC built an addition to the Service Occupations Building to relocate the Community Nursing Clinic. This clinic, operated by Oconomowoc Memorial Hospital, served 8,000 people last year. The clinic provides on campus low and no-cost services to WCTC and the local community and is staffed by nurse practitioners and WCTC Nursing program faculty and students.

- Over 200 students from 48 countries enrolled in English as a Second Language classes at WCTC.

- WCTC's International Trade Associate Program was selected among many higher education applicants by International Development Consortium to provide the new nation of Yemen with international trade curriculum.

- More than 160 students were elected or initiated into the scholastic honorary Phi Theta Kappa Society, the National Vocational-Technical Honor Society, Who's Who in American Junior Colleges or received awards from state and national competitions related to their training at WCTC.

- Business and Industry Services developed training contracts with 435 businesses and organizations. Over 950 customized training contracts and seminar classes were offered, serving a total of 15,612 students.

- With the Wisconsin Manufacturing Curriculum Consortium, WCTC is now in its third year of grant disbursement from the National Science Foundation to fund the development of manufacturing associate curriculum in Applied Engineering. WCTC is now testing 12 courses in area high schools and other technical colleges.

- Internal academic scholarships of approximately $67,000 were awarded to 68 students to help finance their education at WCTC. An additional $73,750 in scholarships received from private groups and organizations were awarded to 56 WCTC students.

- The WCTC Women's Development Center hosted a Single Teen Parent Career Day for 59 students and 20 instructors. The Center also sponsored a Women's Equality Day luncheon to

"If one started from focus on customer satisfaction, one would be led to the rest of Total Quality Management."

— Harry V. Roberts and Bernard F. Sergesketter, Quality is Personal

raise money for ten $500 scholarships and to honor companies who, with their innovative programs, provided displaced homemakers with jobs.

- The WCTC Foundation's fourth annual "Chipping in for Scholarships" golf outing raised $20,000 for the Technical Excellence Scholarship Fund.

- More than $7,500 was raised for scholarships at the WCTC 75th Anniversary Global Gala and Auction by 180 people who were treated to a five-course culinary feast presented by alumni professional chefs.

- For the seventh year, WCTC hosted the "TREK 100" bicycle ride. Over 1,200 riders participated and raised over $250,000 for the Midwest Athletes Against Childhood Cancer Fund.

- For the twelfth year, WCTC hosted Corporate Capers, which raised more than $88,000 and was the largest fund raiser in Wisconsin for the Special Olympics of Greater Milwaukee.

- The WCTC High School and Community Relations Department hosted tours of the Pewaukee campus for approximately 3,100 students from 49 different area high schools.

- Over 2,000 high school students enrolled in WCTC courses in Youth Apprenticeship, Transcripted Credit, Compulsory Attendance, and Youth Options programs.

- WCTC's Employment Opportunity Center coordinated the Spring Job Fair for the Waukesha County's Workforce Development Center. Over 170 employers and 1,500 job seekers attended the event. The Waukesha Freeman contributed approximately $12,000 through in-kind donations to the Spring Job Fair.

- Over 5,000 students were served in the Basic Skills program at WCTC.

- WCTC's Community Career Center served over 3,200 WCTC students and their families, 51 middle and high school students, and community members to participate in career planning activities.

- Quad/Graphics, Harley-Davidson, the Automobile Dealers Association of Mega Milwaukee, and the Waukesha Area Convention and Visitors Bureau sponsored field trips and career exploration for 45 eighth grade students of color from Milwaukee Public Schools during WCTC's fourth annual Career Quest.

- Expanding Your Horizons, a career exploration day for 5-8th grade girls focused on careers in Transportation Technology. The WCTC Women's Development Center, the Great Blue Heron Girls Scouts, the YWCA of Greater Waukesha and the American Association of University Women collaborated to present this event to 109 girls and 20 mothers.

- Approximately $400,000 worth of workplace education training was provided to eight different companies.

- A total of 66 WCTC grant proposals totaling more than $2.5 million were submitted for external funding; and 94% of the grants were funded. A total of 6,866 students were enrolled in grant-funded projects this past year.

- Classroom presentations about WCTC were made to 1,041 students in six district high schools.

- Twenty-nine junior and senior high school students participated in the 1998 Summer Tech Camp, which provided them with career information and hands-on experience in technical occupations.

- Over 400 high school students and parents attended Hospitality and Management Career Night and 150 converged on Industrial Occupations Career Night. Also, Automotive Career Night attracted more than 250 students and parents, and over 100 explored career opportunities at the Construction Technology & Architectural Drafting Open House.

- The newly implemented Student Advising System serves over 1,500 program students with 95 participating academic advisors. Students are benefitting from frequent contact and support.

Other significant accomplishments of the last few years included:

- In 1998, WCTC celebrated its 75th anniversary.

- WCTC celebrated its 10th anniversary of its Quality/Value Program in 1997.

- WCTC cooperated with nine public and private entities to open the Waukesha County Workforce Development Center that received the Government Finance Officers Association (GFOA) 1996 Louisville Award for Innovation in Government Finance.

- WCTC received its first GFOA Distinguished Budget Presentation Award for its 1995-96 budget.

- In 1995, WCTC received one of the first annual Governor's Diamond Awards to recognize organizations that have programs, practices and support systems to help women and minorities advance to leadership roles.

- In 1994, WCTC was awarded its first Aaa bond rating.

- In 1993, WCTC was the first educational entity in North America to receive the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting.

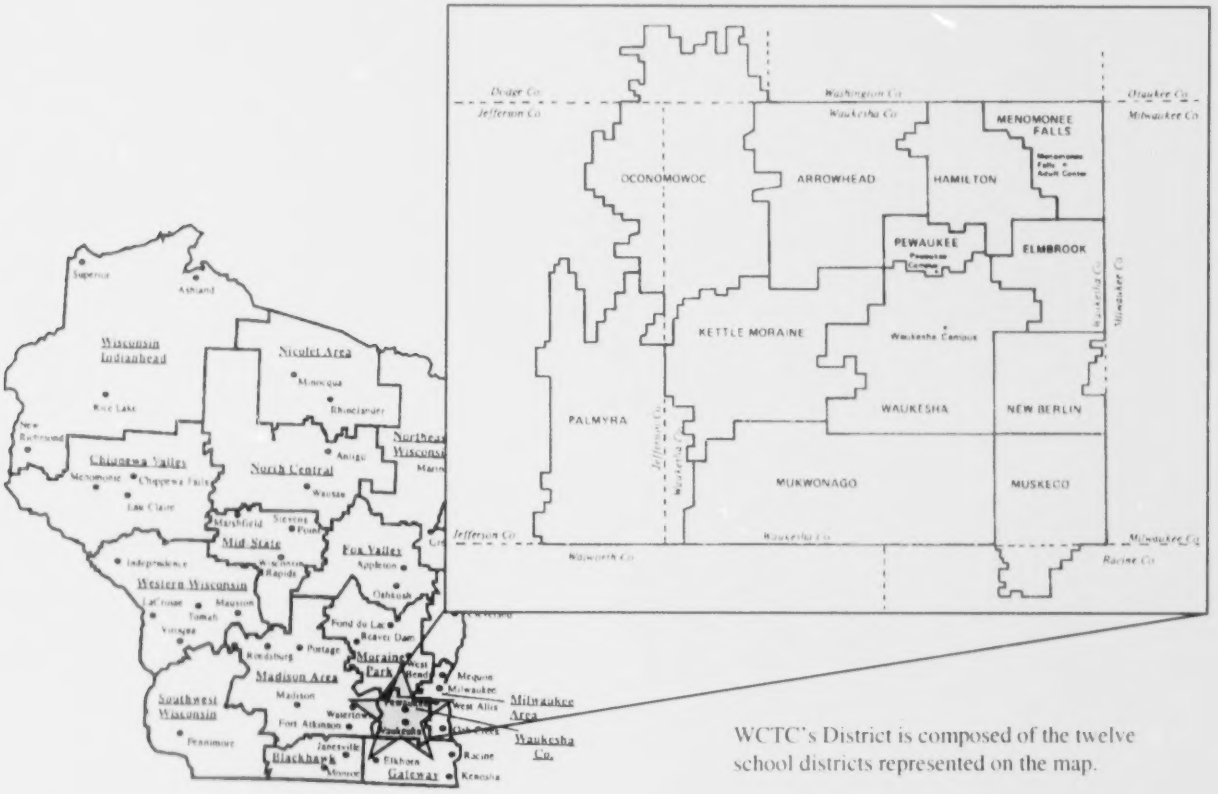
Brief History, Profile & Map

For more than 75 years WCTC has been helping people acquire the knowledge and skills that will help prepare them for a rewarding future. Vocational, technical, and adult education in Wisconsin began as the first comprehensive statewide continuation school system in the United States as a result of state legislation passed in 1911. WCTC is one of 16 technical colleges in the Wisconsin Technical College System. The System was developed and continues to be sustained and improved by strong support from both labor and management in Wisconsin. WCTC offers associate of applied science degree programs, technical diploma programs, advanced technical certificates, apprenticeship programs, and other adult education services. WCTC is accredited by the North Central Association of Colleges and Schools; also, many occupational programs are professionally accredited.

Located in Pewaukee, Wisconsin, WCTC's main campus is approximately 20 miles west of the City of Milwaukee and 60 miles east of the State Capital in Madison. WCTC's boundary encompasses approximately 600 square miles in the southeastern corner of the state, serving 99% of Waukesha County, 9% of Jefferson County, 2% of Dodge County, 2% of Racine County, and the local municipalities (7 cities, 20 towns and 19 villages) located therein.

"Flexibility and innovation require people who easily learn, not people who are easily taught."

—Rosabeth "Moss" Kanter



WCTC's District is composed of the twelve school districts represented on the map.

BEST COPY AVAILABLE

Operational & Financial Reviews

WCTC employs a group of trained professionals who provide guidance and assistance in conducting operational reviews of our educational programs and services to determine how we are meeting our customers' needs. Operational reviews include program evaluations designed to ensure that our curriculum is closely linked to labor market needs and service unit evaluations designed to ensure that our services are meeting customer needs.

Throughout the year, WCTC subcontracts with the certified public accounting firm of Virnig SC to provide focused internal auditing services including operational and financial reviews of our business practices, financial records, internal controls and accounting systems.

WCTC retains the independent public accounting firm of KPMG LLP to review our accounting procedures and internal controls, to audit our financial records, and to express an opinion on our general purpose financial statements included in our comprehensive annual financial report (CAFR) which is prepared in accordance with generally accepted accounting principles (GAAP). Governmental financial reports, such as this FACTS report, are evolving to provide summarized financial information to citizens and other users that supplement an audited CAFR. Our FACTS report is prepared in a format similar to consolidated financial statements of private corporations and presents aggregated financial condition (position) and financial activity (total costs and revenues) absent authoritative GAAP guidance from the Governmental Accounting Standards Board on the report's format and content.

"Stewardship begins with the willingness to be accountable... Auditing's deeper purpose is to support stewardship responsibilities at every level"

—Peter Black

KPMG

777 East Wisconsin Avenue
Milwaukee WI 53202

Independent Auditors' Report

Board Members
Waukesha County Technical College:

We have audited, in accordance with generally accepted auditing standards, the general purpose financial statements of Waukesha County Technical College as of and for the year ended June 30, 1999 (not presented herein), and have issued our report thereon dated October 1, 1999.

As explained on Page 1, the accompanying summary financial information (referred herein as FACTS) of Waukesha County Technical College, as of and for the year ended June 30, 1999, is not a presentation in conformity with generally accepted accounting principles. In our opinion, however, the accompanying summary financial information is fairly stated, in all material respects, in relation to the general purpose financial statements from which it has been derived.

KPMG LLP

October 1, 1999

BEST COPY AVAILABLE

11

Financial Condition

"Moody's has assigned a Aaa rating to Waukesha County Area Technical College . . . due to the district's wealthy and diverse economic base, consistently strong financial operations, and favorable debt position."

— Moody's Investor Service

WCTC remains financially sound. The facing page provides a financial condition summary based on assets and liabilities of all WCTC funds and account groups. Not reflected in the asset amounts presented on the facing page is the fact that WCTC has an excellent team of employees (over 1,400) and Board members who provide services to our community and who protect the value of the public investment in WCTC. Our workforce and our community are the real foundation of WCTC's extremely sound financial condition.

Assets

Cash, investments, receivables and other current assets are secure and available to finance the current liabilities and operating costs of WCTC.

Fixed assets represent long-term investments in buildings and equipment and are not generally available to fund operating costs. Fixed assets reflect historical costs without accumulated depreciation for governmental assets. (Current governmental accounting standards do not support the need for depreciation information normally presented for private businesses.) Overall, WCTC's fixed assets are near the midpoint of their normal useful lives; and the replacement cost of these fixed assets would be about 210% of historical costs. However, WCTC's fixed assets should outlive their normal useful lives because of our preventive maintenance programs.

Liabilities

Payroll, compensated absences, retirement and post-employment health insurance benefits liabilities are commitments to current and past WCTC employees. Liabilities for compensated absences, retirement plans and post-employment health insurance benefits for retired employees are funded by our current assets and by pension plans administered by the State of Wisconsin. The long-term portion of these liabilities for active employees will be funded primarily through future operational property tax levies.

Within two months of fiscal year end, substantially all deferred revenues are earned and recognized as revenue when collected.

Long-term notes (currently unfunded) will be funded through future property tax levies for debt service.

BEST COPY AVAILABLE

Condensed Balance Sheet as of June 30

(Amounts in Thousands)

	1998	1999
Assets		
Cash & Investments	$17,222	$17,565
Property Tax & Other Receivables	8,918	9,769
Other Current Assets	1,657	2,727
Fixed Assets	34,344	36,571
Total Assets	**$62,141**	**$66,632**
Liabilities		
Accrued Payroll & Other Accounts Payable	$2,945	$3,966
Compensated Absences	1,365	1,576
Post-Employment Health Insurance Benefits	11,974	12,959
Deferred Revenue	5,580	1,618
Long-Term Notes	7,091	9,070
Total Liabilities	**$28,955**	**$29,189**
Assets Less Liabilities	**$33,186**	**$37,443**

"Education is a high leverage investment. Education gives people leverage to improve the future."

"Give me a lever long enough . . . and single-handed I can move the world."

— Archimedes

"I decided to attend WCTC after high school because it was close and affordable. Since WCTC, I've gone on to further my education; but I feel my real college experience was at WCTC. The instruction I received at WCTC was the best I received anywhere. If it were not for that two-year program, I may never have continued my education. WCTC gave me the opportunity to get started.

As an employer, I consider WCTC an excellent resource for technical employees. Dickten & Masch calls on WCTC to find qualified employees. Their programs are filling a real need within our company."

Mary Schrimpf, CPA
Comptroller, Dickten & Masch Manufacturer
1981 Accounting graduate

BEST COPY AVAILABLE

Financial Activity

"In this period of heightened accountability for public service providers, WCTC's FACTS report establishes an outstanding model for informing citizens."

— Edward Chan, State Director of the Wisconsin Technical College System

Ongoing efforts to limit operational cost increases and to improve the effectiveness and efficiency of services have contributed to our sound financial condition and our favorable outlook for the future. The facing page provides a financial activities summary of resources received and resources utilized (on an actual, not a budgetary, basis) by all WCTC funds.

Resources Received
Local property taxes continue to provide over 60% of WCTC's total revenue.

WCTC is on a three-year planning cycle for capital outlays for equipment that generally results in a major borrowing every summer.

Resources Utilized
Primary college operational costs (which are central to our mission) are accounted for in WCTC's General Fund. A final $1.8 million lump-sum payment to the Wisconsin Retirement System for unfunded pension liabilities in 1998 was distributed throughout the primary operational cost categories.

Costs related to federal and state funded contract and grant activities are accounted for in WCTC's Special Revenue Fund.

Capital outlays for fixed asset acquisition and capital improvements are financed by debt proceeds which are repaid through debt service property tax levies. Year 2000 compliant administrative software systems were capitalized and implemented over the last four years.

Enterprise expenses are generally paid for by related user charges which are included in other revenues.

Trust fund expenses and other related revenues are accounted for in WCTC Trust Funds which are segregated for students and other groups.

Resources Received Less Resources Utilized
Consistent with budgetary planning for 1998, the resources utilized in excess of resources received were provided for by General and Debt Service Fund Balances.

"WCTC gives people a base to start their professional careers. I would never have gotten into electronics without my two-year associate degree. WCTC was my foundation, and now I've been in this industry for 15 years. The variety of courses the students take and the hands on teaching at WCTC is really beneficial to the students. WCTC helps educate people whether they're young, going back to school later in life or getting retrained for career change -- that's great for the community."

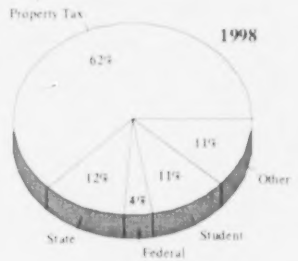
Joe Thur
Service Manager,
PC Solutions/division of Entre Computers
1985 Electronics Technician graduate

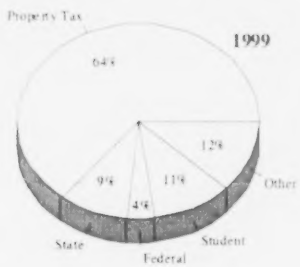
BEST COPY AVAILABLE

Condensed Statement of Resources Received & Utilized for the Years Ended June 30

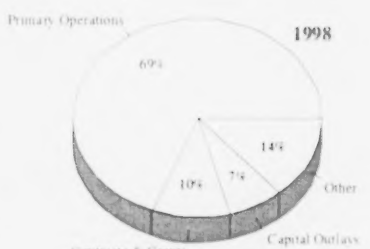
(Amounts in Thousands)

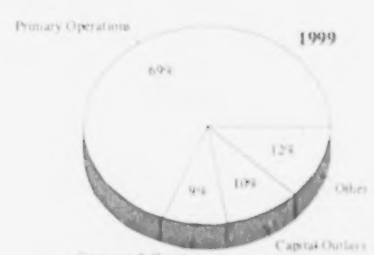
	1998	1999
Resources Received		
Revenues:		
Property Taxes	$32,669	$33,864
State	6,087	5,028
Federal	2,141	2,068
Student Tuition & Fees	5,532	5,766
Other	6,020	6,248
Total Revenues	**52,449**	**52,974**
Proceeds From Long-Term Debt	3,740	5,435
Total Resources Received	**$56,189**	**$58,409**





Resources Utilized		
Primary College Operational Costs:		
Instructional	$26,557	$26,481
Instructional Support, & Student Services	4,656	4,642
General Institutional	4,926	4,995
Facility Services	3,482	3,275
	39,621	39,393
Contract & Grant Related Costs	5,886	5,207
Capital Outlays	4,100	5,383
Debt Service	4,504	3,806
Enterprise Expenses	2,106	2,226
Trust Fund Costs	1,144	1,314
Total Resources Utilized	**$57,361**	**$57,329**
Resources Received Less Resources Utilized	**($1,172)**	**$1,080**

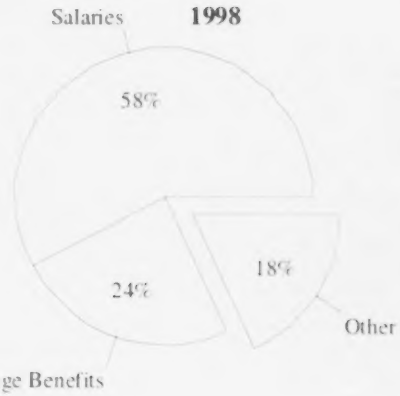




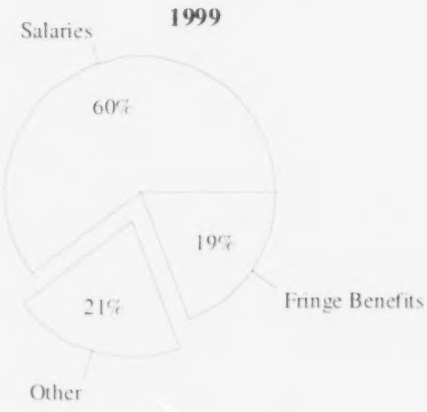
BEST COPY AVAILABLE

Primary College Operations

Primary ongoing college operations (primarily funded by local property tax revenue) provide the majority of student and instructional services and are accounted for in WCTC's General Fund. The majority of WCTC employees (over 1,100) are accounted for in the General Fund.



General Fund Cost by Expenditure Classification
Full and part-time faculty salaries accounted for approximately one-half or 30% of the 60% salary expenditures for the General Fund in 1999 and just under 32% in 1998. A final $1.8 million lump-sum payment to the Wisconsin Retirement System for unfunded pension liabilities in 1998 caused the percentage for fringe benefits expenditures to be higher in 1998 and result in an ongoing reduction in the fringe benefits expenditures for 1999 and future years.



"Our economic well-being and the continued success of capitalism depend on efficient and effective organizations of all types."

— Charles Handy

$13.9 Million

1998

$18.2 Million

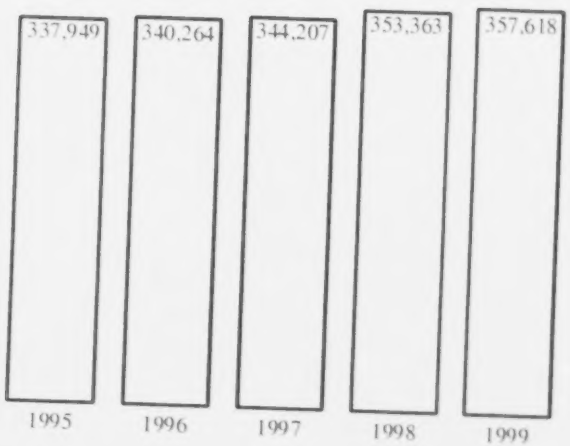
1999

General Fund Balance
The $18.2 million of 1999 General Fund Balance is primarily reserved for post-employment benefit liabilities and provides operational working capital that eliminates the need for short-term borrowing.

BEST COPY AVAILABLE

Unemployment & Per Capita Statistics

Unemployment Rate
In WCTC's taxing district, the unemployment rate was 2.3% in 1999. The average rate was 2.6% for the last five years with a high of 2.8% in 1997 and a low of 2.3% in 1999.



Population
The district population of 357,618 in 1999 has grown 1.2% over the last year and 5.8% over the last five years.

Per Capita Statistics

Year	WCTC Net Bonded	WCTC Tax Levy	Local Direct & Overlapping Debt	Equalized Property Valuation
1995	$ 24	$ 85	$1,325	$ 56,537
1996	18	89	1,578	61,392
1997	20	91	1,461	64,994
1998	20	92	1,797	67,525
1999	25	105	1,704	70,694

BEST COPY AVAILABLE

Property Values & Taxes

Equalized Property Value
The equalized value for WCTC's property tax base has increased over 32% during the last five years from $19,106,605,678 in 1995 to $25,281,379,247 in 1999.

WCTC=
4.9 cents

Local=
25.9

State=
.7

Other school districts=
55.4

County=
13.1

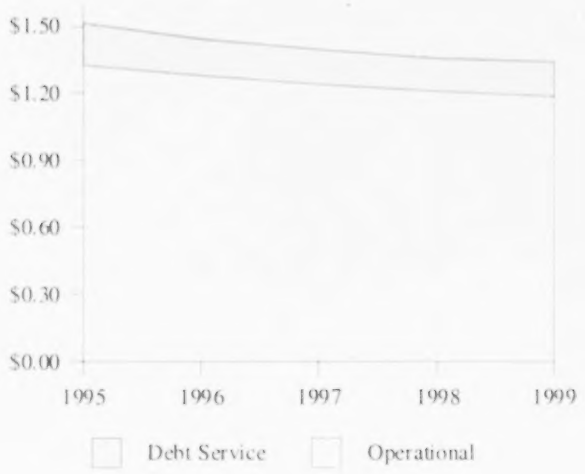
How the 1999 Property Tax Dollar Was Spent
For every property tax dollar in WCTC's taxing district, 4.9 cents came to WCTC in 1999 versus 5.2 cents in 1998.

"Taxpayers' investments in our Wisconsin Technical College System and specifically Waukesha County Technical College help make Wisconsin a great place for our citizens to live, to work, to learn and to raise a family."

– Tommy Thompson, Governor of the State of Wisconsin

BEST COPY AVAILABLE

Property Tax Rates per $1,000 of Equalized Valuation
The total tax rate was $1.34 in 1999, and the five year average was $1.41. The operational rate was $1.19 in 1999, and the five-year average was $1.25. The debt service rate was $.15 in 1999, and the five-year average was $.16.



"... nothing can be said to be certain, except death and taxes."

— Benjamin Franklin

WCTC's Property Tax on a Home
The property tax assessed by WCTC on a $100,000 home in Waukesha County dropped by 2% in 1999 to about $133.66 from $136.43 in 1998. The property tax rate for the median priced ($165,000) home purchased in Waukesha County was $220 in 1999.

Student Information

"Effectiveness is the foundation for success —efficiency is a minimum condition for survival after success has been achieved."
— Peter Drucker

The average age of our current student body is over 35. Most students attending our college do not graduate from our programs because they generally want to gain specific knowledge or need to learn specific skills for employment which individual courses provide. Many employed individuals continue to take a few courses annually and may complete a program in over five years.

WCTC has many part-time students. Less than one out of every 15 students carries more than 12 credits per semester. Associate degree, advanced technical certificate, technical diploma, occupational continuing education and community service programming is offered by WCTC. The number of contact hours necessary to generate one full-time equivalent (FTE) student varies between approximately 600 student contact hours for associate degree program students to 1,200 contact hours for community service students. An FTE student is equivalent to 30 credits per year based on a somewhat unique Wisconsin Technical College System calculation.

Cost per Student Contact Hour

Student contact hours result from the credit hours for which students pay tuition and are scheduled to attend class. Our "cost per student contact hours" is an efficiency measure that is superior to the "cost per FTE student" because it factors out significant contact hour variation fluctuations in student FTEs caused by student course mix changes.

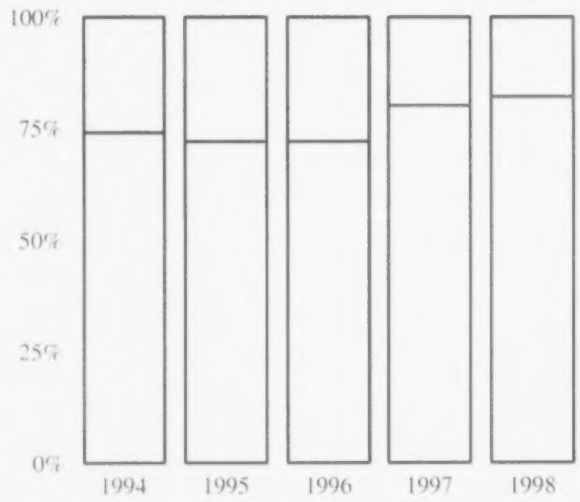
In 1999, primary operational costs in our General Fund increased 4.1% while student contact hours increased 4.5% causing a .4% decrease in our average cost per contact hour. In the following table, the 1998 primary operational costs have been adjusted for an extraordinary $1,772,000 lump-sum pension payment.* A major cause of our high cost per student contact hour is our low classroom student-teacher ratio of about 15 to 1 which is consistent between years and within our Wisconsin Technical College System. Significant technological changes, new distance learning and nontraditional offerings and non-contact hour generating services are factors that contributed to our high cost per contact hour.

	1995	1996	1997	1998	1999
Individual Students	32,046	35,009	34,802	35,189	34,834
FTE Students	3,285	3,287	3,316	3,277	3,263
Average Class Size	15.8	15.4	14.8	14.5	14.3
Student Contact Hours	2,789,859	2,794,259	2,821,709	2,805,214	2,930,133
Contact Hours/FTE Student	849	850	851	856	898
Average Hours/Student	87	80	81	80	84
Primary Operational Costs	$31,521,000	$33,738,000	$34,721,000	$37,849,000*	$39,393,000
Cost/Student Contact Hour	$11.30	$12.07	$12.31	$13.49	$13.44

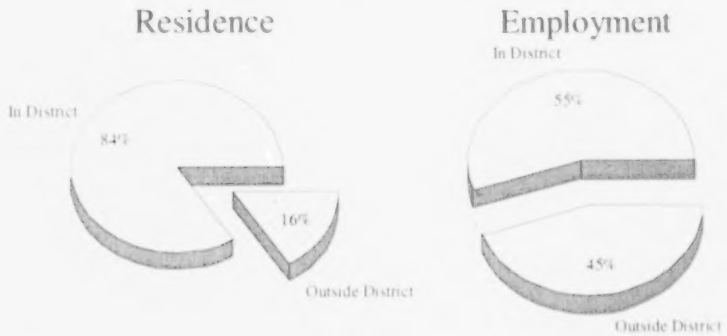
BEST COPY AVAILABLE

Graduate Follow-Up

WCTC conducts comprehensive program graduate follow-up surveys about six months after graduation. The 1998 graduate statistics are the most recent statistics currently available. The following graphs only reflect program graduate statistics.

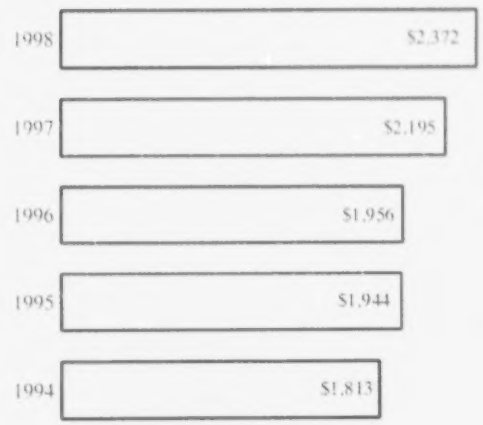


Percent of Graduates Employed in Related Occupations
The percentage of graduates employed in positions related to their WCTC educational programs was 82% in 1998 and averaged 76% over the last five years



Percent of Graduates in Taxing District
In 1998, the percentage of graduates residing in WCTC's taxing district was 84% compared to 79% for the prior year; and the percent working in the district was 55% for the last two years.

Average Monthly Salary for Program Graduates
The average salary of 1998 program graduates working in occupationally-related positions was $2,372 per month or $28,464 annually, which is 8% more than 1997 program graduates earned.



BEST COPY AVAILABLE

Planning Process

"Plans are worthless,
but planning
is invaluable."
—Peter Drucker

Statutory Mission
(Legal charge/identity)

Wisconsin Technical College System Vision

WCTC Vision

Core Values/Principles
(Beliefs)

Mission
(Reason for Being)

Target

Planning Assumptions

Ends Statements

Planning Guidelines

Operational Plans & Objectives
(1to 3 year plans at District, Division, Department, and Individual levels)

Evaluation of Results at All Levels

"We need leaders
who create shared
visions that motivate
and inspire because they
are based on enduring
values that will serve
society well into
the future."
—Rosabeth
Moss Kanter

BEST COPY AVAILABLE

Popular Reporting Award

The Government Finance Officers Association (GFOA) of the United States and Canada has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to WCTC for our 1998 FACTS report. This prestigious award recognizes conformance with the highest standards for preparation of state and local governmental popular reports. In order to receive this award, a governmental entity must publish a popular financial report that conforms to GFOA program standards of creativity, presentation, understandability and reader appeal. An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. We believe this 1999 FACTS report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it again to the GFOA.

Award for Outstanding Achievement in Popular Annual Financial Reporting

PRESENTED TO

WAUKESHA COUNTY TECHNICAL COLLEGE, WISCONSIN

For the fiscal year ending June 30, 1998

President

Executive Director

"... a college, operating through the program its faculty chooses to design, will influence its students to be a more constructive building force in society ..."

— Robert K. Greenleaf

"WCTC was the first step for me. It became a stepping stone for me to get things done. After WCTC, I went on to MSOE with junior standing, and my employer paid for my tuition and books. WCTC helps make you productive and allows you to contribute right away in the workplace. An employer is able to get an immediate return from a WCTC graduate. WCTC's role is very specific -- it focuses on helping students get out in a short time period and become functional. I recommend WCTC all the time."

Dawn Bracz
Technical Manager, Ameritech
1991 Electronics/Telecommunications graduate

BEST COPY AVAILABLE

WAUKESHA COUNTY TECHNICAL COLLEGE
WCTC
KNOWLEDGE WORKING.
800 Main Street
Pewaukee, WI 53072

Non-Profit Org.
U.S. Postage
Pewaukee, WI
53072
Permit No 72195

Mission

Waukesha County Technical College, as the leader in workforce development for Waukesha County, is committed to student learning for the enhancement of our community's quality of life. As an institution of higher education, we provide lifelong learning opportunities which are high quality, affordable and accessible. Our special focus includes technical education, occupational training, and enrichment programs.

Vision

Waukesha County Technical College is building a better community – one learner at a time. Through education, partnerships and technology, WCTC is preparing learners for tomorrow and is linking our community to the future and the world economy.

Values

Collaboration We value open communication and teamwork to create a collaborative learning and working environment.

Integrity We value honesty, accountability and ethical conduct in fulfilling our stewardship commitment to our community.

Learning We value continuous learning and knowledge for the personal growth of all stakeholders – putting students first.

Quality We value educational and professional excellence through continuous improvement and innovation as we respond to changing community needs.

Respect We value diversity, treat people with dignity and fairness, and promote personal empowerment.

Target

All of our students and other customers will state that their experiences with WCTC were a wise use of their time and money.

BEST COPY AVAILABLE